COLONIAL BEHAVIORAL HEALTH BOARD MEETING

DATE: November 7, 2023

PLACE: Colonial Behavioral Health, 473 McLaws Circle, Williamsburg, VA 23185

CALL TO ORDER: 4:00 p.m.

BOARD MEMBERS PRESENT:

Mr. Ryan Ashe – James City County

Mr. John Collins – York County

Ms. Hazel Braxton - Williamsburg

Ms. Erin Otis - James City County

Ms. Wendy Evans - Williamsburg

Dr. Dawn Ide - Poquoson

Ms. Denise Kirschbaum – James City County

Dr. Al Brassel - York County

STAFF PRESENT:

David Coe, Linda Butler, Kyra Cook, Katie Leuci, Chaenn Thomas, Marsha Obremski, Nancy Parsons, Dan Longo

GUESTS:

None.

WELCOME NEW CBH BOARD MEMBER:

Ryan Ashe opened the meeting by remarking that he would be chairing the meeting in Ms. Newcomb's absence.

PUBLIC COMMENT:

None.

CONSENT CALENDAR:

The consent calendar was presented for approval of the following minutes:

- October 3, 2023, Board of Directors Meeting
- October 17, 2023, Administration Committee Meeting
- October 17, 2023, Executive Committee Meeting
- October 18, 2023, Public Awareness Committee Meeting
- October 18, 2023, Services and Evaluation Committee Meeting

John Collins made a motion to accept the consent agenda as presented. The motion was seconded by Dr. Al Brassel, and it passed unanimously.

INFORMATION/DISCUSSION ITEMS:

CBH Mission, Vision, Values: Kyra Cook presented staff recommendations for updated vision and mission statements in addition to organizational values. Staff will update the statements based on board discussion and feedback with anticipation of board endorsement at the December meeting.

ACTION ITEMS:

CBH 2024 Legislative Priorities: David Coe presented the 2024 Legislative Priorities which were approved by the Public Awareness Committee at their last meeting. Board members asked clarifying questions about the guardianship process as there is some potential overlap with the local Departments of Social Servies. As a recommendation from the committee, the motion needed no second. The 2024 Legislative Priorities were adopted unanimously.

EXECUTIVE DIRECTOR'S REPORT:

Mr. David Coe reported that the state remains interested in potentially funding the Crisis Receiving Center, and the CBH proposal is currently under review. CBH will receive \$227,000 for staff compensation, effective January 1st, which will require board action on a budget amendment at the December meeting. David clarified that the developer had not yet submitted plans to James City County for the Eastern State Hospital surplus land rezoning.

ADJOURNMENT:

Upon a motion and second to adjourn, the meeting was adjourned at 4:52 p.m.

Sheri Newcomb, Chair

Hazel Braxton, Secretary

AGENDA COLONIAL BEHAVIORAL HEALTH BOARD MEETING NOVEMBER 7, 2023 4:00 PM

- Welcome and Call to Order
- Roll Call
- Welcome New CBH Board Member John A. Shaner, MD (Poquoson)
- Public Comment
- Consent Calendar
 - Approval of the following meeting minutes:
 - October 3, 2023 Board of Directors Meeting
 - October 17, 2023 Administration Committee Meeting
 - October 17, 2023 Executive Committee Meeting
 - October 18, 2023 Public Awareness Committee Meeting
 - October 18, 2023 Services and Evaluation Committee Meeting
- Information/Discussion Items
 - CBH Mission, Vision and Values K. Cook
- Action Items
 - Action Item A-1 CBH 2024 Legislative Priorities D. Coe
- Executive Director's Report D. Coe
- Adjournment Next Meeting Tuesday, December 5, 2023 (473 McLaws Circle, Williamsburg)

Meeting Minutes

Minutes of: Administrative Committee Meeting

Date: October 17, 2023

Present: Ryan Ashe, Wendy Evans, Sherri Newcomb, Al Brassel, Md

Staff: David Coe, Nancy Parsons, Chaenn Thomas, Kyra Cook

Absent: John Collins

Call to Order

Meeting was called to order to 4:00pm

2. Old Business none

3. New Business

Nancy Parsons presented the fiscal year to date financial report through September 30, 2023. Results are close to budget with the exception of fees for September. This is due to a billing issue at DMAS which has now been corrected and DD services have been billed. This will increase September fee revenue generated by approximately \$150,000. Cash balance dropped slightly due to this fee delay and payment of staff retro pay back to July 1.

Chaenn Thomas gave a vacancy update stating there were 5 new hires since last meeting. Currently CBH has 20 full time vacancies, 2 part time vacancies and 5 PRN positions being recruited. The turnover rate was reported at 2% for the first quarter of FY23 while the vacancy rate for the period was 19%

- 4. Conclusions, Recommendations, Actions none
- Adjournment
 Meeting was adjourned at 4:11pm

Submitted by: Nancy Parsons

Next Meeting

Date: November 21, 2023

Time: 4:00 pm

Location: McLaws Board Room



YEAR TO DATE REVENUES AND EXPENDITURES as of

September 30, 2023

REVENUE

	TOTAL		RECEIVED		BUDGET		
CATEGORY	BUDGET		YTD		YTD	% RECEIVED	BALANCE
State	\$ 10,977,955	\$	2,688,910	\$	2,744,489	98%	\$ (55,579)
Local	\$ 3,793,000	\$	948,250		948,250	100%	\$ -
Fees	\$ 6,129,885		1,491,521		1,532,471	97%	\$ (40,951)
Grants/Other	\$ 767,135		404,286		191,784	211%	\$ 212.503
Total Revenue	\$ 21,667,975	\$	5,532,967	\$	5,416,994	102%	\$ 115,973

FY24 EXPENDITURES

CATEGORY	TOTAL BUDGET	E	XPENDED YTD	BUDGET YTD	% EXPENDED	ACTUAL YTD vs BUDGET YTD
Personnel	\$ 16,413,798	\$	3,348,687	\$ 4,419,099	76%	\$ 1,070,413
Staff Development	\$ 99,149	\$	15,327	24,787	62%	9,460
Facility	\$ 1,159,103	\$	209,536	289,776	72%	80,240
Equipment and Supplies	\$ 1,069,591	\$	162,053	267,398	61%	105,345
Transportation	\$ 211,469	\$	19,058	52,867	36%	
Consultant and Contractual	\$ 2,633,610	\$	441,213	658,403	67%	
Miscellaneous	\$ 81,255	\$	15,508	20,314	76%	
Total FY24 Expenditures	\$ 21,667,975	\$	4,211,382	\$ 5,732,644	73%	

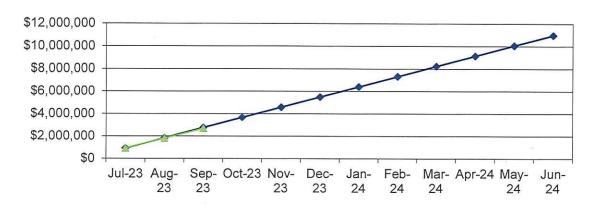
CARRY FORWARD EXPENDITURES

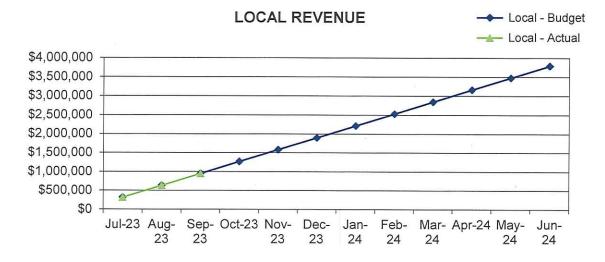
CATEGORY	EXPENDED YTD		
Personnel		\$	68,435
Staff Development		\$	8,246
Facility		\$	10
Equipment and Supplies		\$	48,346
Transportation		\$	988
Consultant and Contractual		\$	3,933
Miscellaneous		\$	521
Total Carry Forward Expenditures		\$	130,479
Total Expenditures		\$	4,341,861
Operating Margin	\$ 55 01	\$	1,191,106

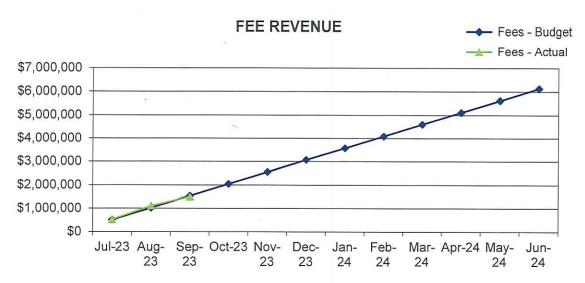
Unless noted otherwise, all amounts are modified cash basis: revenues recognized when earned and received; expenditures upon disbursement, subject to final settlement with fiscal agent.

YEAR TO DATE REVENUES as of 09/30/23

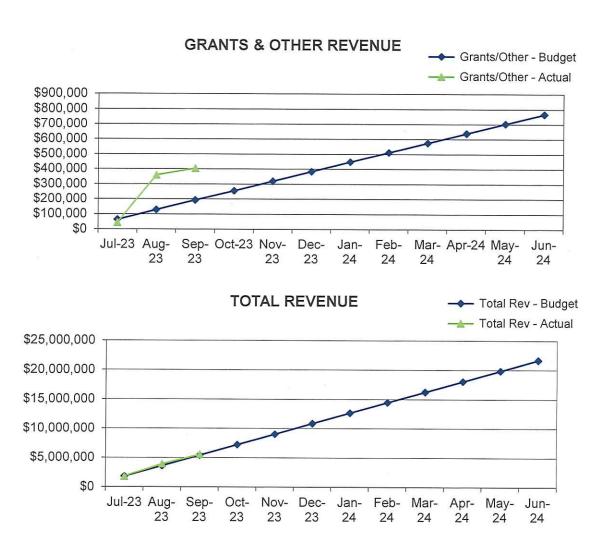
STATE REVENUE



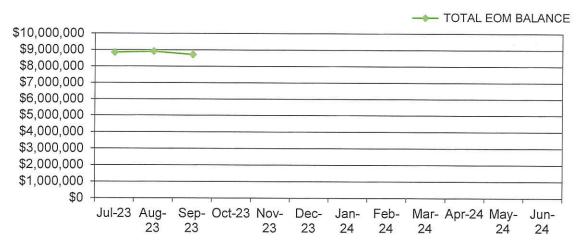




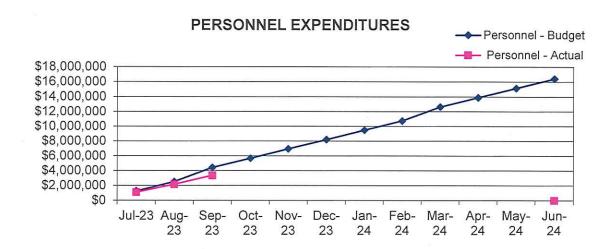
YEAR TO DATE REVENUES as of 09/30/23



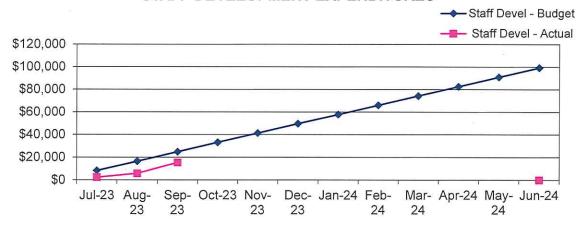
CASH & INVESTMENTS BALANCE

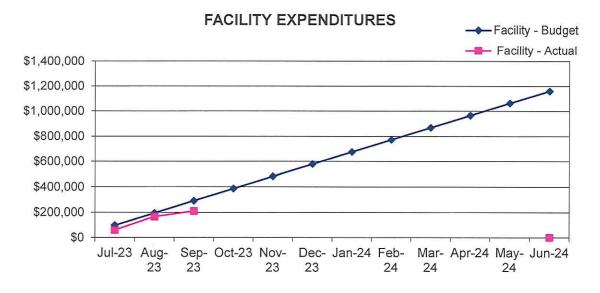


YEAR TO DATE EXPENDITURES as of 09/30/23



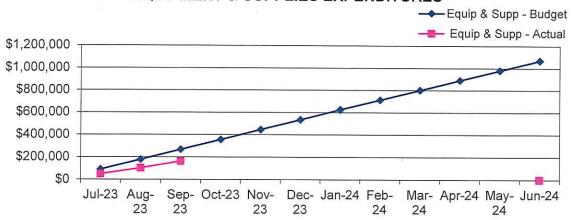
STAFF DEVELOPMENT EXPENDITURES





YEAR TO DATE EXPENDITURES as of 09/30/23

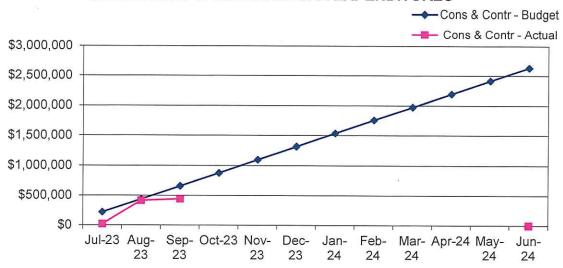
EQUIPMENT & SUPPLIES EXPENDITURES



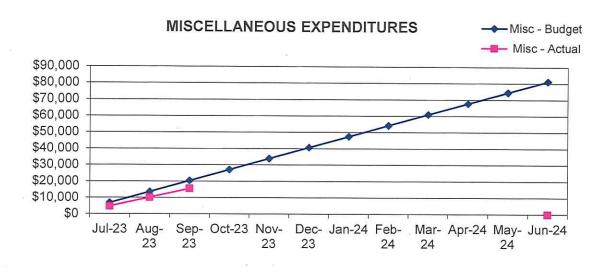
TRANSPORTATION EXPENDITURES

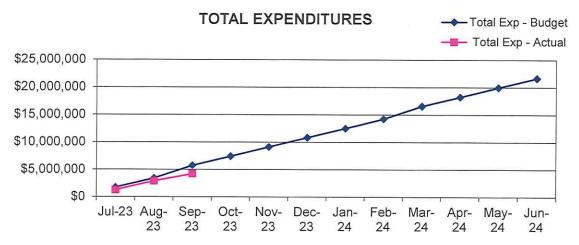
-Transportation - Budget Transportation - Actual \$250,000 \$200,000 \$150,000 \$100,000 \$50,000 \$0 Jul-23 Aug-Sep- Oct-23 Nov-Dec- Jan-24 Feb-Mar- Apr-24 May- Jun-24 23 23 23 23 24 24 24

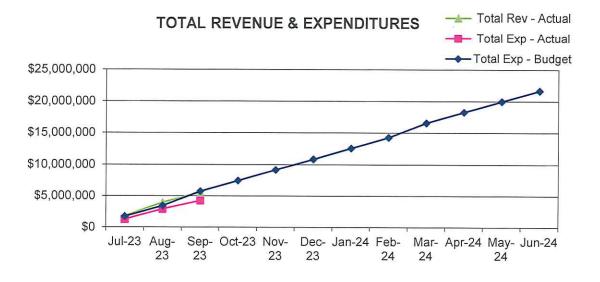
CONSULTANT & CONTRACTUAL EXPENDITURES



YEAR TO DATE EXPENDITURES as of 09/30/23







Meeting Minutes

Minutes of : Executive Committee
Date: October 17, 2023

Present: Sheri Newcomb, Ryan Ashe, Hazel Braxton

Absent: Erin Otis, John Collins

Other Present: Wendy Evans

Staff Present: David Coe, Chaenn Thomas, Nancy Parsons, Kyra Cook

1. Call to Order

Sheri Newcomb called the meeting to order at 4:12 PM.

2. Old Business

State Budget:

- David Coe reported that there are still several "unknowns" about the budget recently signed by the Governor. DBHDS has confirmed that salary increase funding is annualized, but that is not yet clear for other funds. It is also unclear how DBHDS will choose to distribute appropriated funds.
- It is anticipated that a revised CBH budget will need to be addressed by the Board in December to allow implementation of salary adjustments and use of new funding.

Crisis Receiving Center:

• DBHDS has set up a meeting to discuss our CRC proposal for later in October. New information is being sought, which we consider to be a positive.

ESH/Integrated Care:

- Kyra Cook reported that she and David Coe are meeting with JCC officials to update them on plans for the surplus ESH property.
- The Space Needs Analysis and Integrated Care technical assistance work have yet to begin, but that will be changing very soon.
- Staff is working to submit a grant to Bank of America for funding integrated care at Olde Towne Medical & Dental Center in calendar year 2024.

Strategic Plan:

- Kyra Cook shared the Vision and Mission markup documents and the current version of agency
 Organizational Values. These documents, once formatted, will be shared with the Board at the next Board
 meeting.
- The Values document will undergo some additional staff work prior to presentation at the Board meeting.

New Business

CBH Bylaws:

David Coe reported that agency efforts to achieve CCBHC certification will continue, and changes to CBH bylaws
are part of the preparatory work in that process. In going through this process with the CBH attorney, it will
present opportunities for other bylaw changes deemed helpful or necessary by the Board.

Meeting Minutes

CCSI Bylaws:

 David Coe reported that the Colonial Community Services, Inc. bylaws would benefit from a review and possible changes prior to CBH's undertaking of a new campus. This will begin with a review of the current Bylaws by the agency's attorney.

Quarterpath Group Home Sale:

 David Coe reported that the agency is currently working with the attorney to notify DBHDS of the imminent sale, and expects no difficulties there. Staff is also working to prepare the location for listing and sale.

Executive Director Evaluation:

- Sheri Newcomb reported that the Executive Committee has established a work group to update the Executive Director's evaluation process.
- 4. Conclusions, Recommendations, Actions

There were no items from the Committee members.

- 5. Adjournment
 - The meeting adjourned at 4:46 PM.

Submitted by: Kyra Cook

Next Meeting

Date: November 21, 2023

Time: 4:00 PM

Location: 473 McLaws Circle, Williamsburg VA 23185

Public Awareness Committee Meeting Minutes

October 18, 2023

Present: Erin Otis, Donyale Wells, Dr. Dawn Ide (Virtual via Microsoft Teams), Dr. John Shaner, Kristen Nelson Marsha Obremski, Leigh Carroll-Stump

Absent: David Coe

1. Call to Order

The meeting was called to order at 3:30 p.m. with Erin Otis, Donyale Wells, Dr. John Shaner, Kristen Nelson, and Dr. Dawn Ide (Virtual via Microsoft Teams) present. The meeting was held at the York-Poquoson office.

2. New Business

Welcome New Committee Member

Ms. Obremski welcomed Dr. John Shaner to the Public Awareness Committee. Introductions of committee members.

Election of FY24 Committee Chair

Ms. Otis made the motion to nominate Ms. Kristen Nelson to serve as Committee Chair for fiscal year 2024. Discussion. Ms. Wells second the motion, all present in agreement.

FY24 Workplan/Action Items

CBH Website Redesign - Contracted with Marathon Consulting to redesign our current website.

Ms. Carroll-Stump provided a preview of the website design pages. Discussion.

Social Media Presence – Created Facebook/Instagram accounts. Seeking staff input for content.

Advocacy/Legislative Priorities - Ms. Obremski presented CBH's draft legislation priorities for committee review. Discussion. Dr. Shaner made motion to accept the legislative priorities. Ms. Otis seconded. Discussion. All present in agreement.



Public Awareness Committee Meeting Minutes

October 18, 2023

Review of Current Outreach Efforts

Ms. Obremski and Ms. Carroll-Stump shared updates on current outreach efforts to include: Shatter the Silence-Suicide Awareness event, iHeart Radio, 988 / Lock & Talk Pizza Box Campaign, and National Drug Take Back Day (October 28).

Dr. Shaner inquired about advertising on athletic field banners, suggesting Poquoson Little League.

3. Old Business

None.

4. Conclusions, Recommendations, Actions

Ms. Carroll-Stump to incorporate website feedback, look into the athletic field banners, and share the National Drug Take Back Day and Shatter the Silence fliers with the committee.

5. Adjournment

The meeting was adjourned at 4:20p.m.

Submitted by: Leigh Carroll-Stump

Next Meeting

Date: December 12, 2023

Time: 3:30 pm

Location: York-Poquoson Office

Meeting Minutes

Minutes of: Services and Evaluation Committee

Date: 10/18/23

Present: Denise Kirschbaum, Al Brassel, Rey Carpio, Linda Butler, Dan Longo

Absent: Steven Miller, Roy Witham.

1. Welcome and Call to Order

The meeting was called to order at 4:05 pm

- 2. The Committee elected Al Brassel as the Chair.
- 3. The committee discussed format for a Presentation Schedule to include new initiatives as well as services.
- 4. Meeting Schedule

The Committee decided to meet in December to review a proposed schedule of presentations.

5. Adjournment

The meeting was adjourned at 5:00p.m.

Submitted by: Dan Longo

Next Meeting

Date:

12/13/2023

Time:

4:00pm

Location:

473 McLaw's

CBH VISION, MISSION, VALUES STAFF RECOMMENDATIONS

Staff suggestion for new CBH Vision:

A vital partner in a community system of care that promotes the highest possible quality of life.

Staff suggestion for new CBH Mission:

To facilitate recovery and resiliency of individuals and families affected by mental illness, developmental disabilities, and substance use disorders.

Staff suggestion for new CBH Values:

Ness

Trustworthy: Creating a positive and accountable organizational culture to enhance employee relations and improve outcomes.

ness

Meaningful: Fostering engagement by putting individuals at the center of decision-making and service delivery to create purposeful interactions and experiences.

 f_{α} Collaborative: Building connections by understanding and addressing the needs of the community.

CBH VISION MARKUP

Current Vision:

We envision Colonial Behavioral Health will be a vital partner in a regional system of care that promotes the highest possible quality of life resulting in a healthy community.

Board member comments from retreat:

- 1. To provide behavioral healthcare as a vital partner of our community that promotes quality and development of services and best practices.
- 2. Colonial Behavioral Health strives to be a vital partner in a regional system of care that seeks to promote the highest possible quality of life to promote a healthier community. Notes: Don't use personal pronouns. Don't add the words "vision" or "envision." Instead describe the vision. No absolutes unless you can prove it is true. Instead use what you want and hope to see.
- 3. Notes: Maybe a "partner of choice." A little wordy for me. I wonder if a few less words would help it be easily repeatable by staff.
- 4. Notes: Instead of system, would community be a better word? Seems more persona/caring.
- 5. None.
- 6. None.
- 7. We envision Colonial Behavioral Health will be a vital partner in a regional system of care that promotes the highest possible quality of life and resulting in a healthy community.
- 8. None
- 9. We envision Colonial Behavioral Health will be a vital partner in a regional system of care, and proponent of a continuum of care, that promotes the highest possible quality of life resulting in a healthy community.
- 10. None.

Key for above comments:

- Green edits by addition/alteration
- Red edits by deletion
- Italics board member commentary

Staff suggestion for new CBH Vision:

A vital partner in a community system of care that promotes the highest possible quality of life.

CBH MISSION MARKUP

Current Vision:

The mission of Colonial Behavioral Health is to facilitate opportunities for recovery and resiliency to individuals and families affected by mental illness, developmental disabilities, and substance use disorders.

Board member comments from retreat:

- The mission of Colonial Behavioral Health is to facilitate opportunities for recovery and resiliency to
 individuals and families affected by mental illness, developmental disabilities, and substance use disorders.

 Notes: Too wordy facilitating opportunities for rehabilitation and recovery of individuals and families... Still
 to wordy but avoid restating the organization and what your describing.
- The mission of Colonial Behavioral Health is To facilitate opportunities for recovery and resiliency to
 individuals and families affected by mental illness, developmental disabilities, and/or substance use
 disorders. Notes: Don't add "the mission of". Add and/or.
- 3. Notes: I think this is a good statement to describe the mission- clear and concise.
- 4. Notes: In addition to recovery and resiliency maybe add sustainability?
- 5. Notes: do we add "integrated healthcare" language? Add language about mental health and maybe prevention.
- 6. Notes: Would like a lot of focus on recovery and resiliency. Opportunities/access need to local for our clients in GW area.
- 7. The mission of Colonial Behavioral Health is to will facilitate opportunities for recovery and resiliency to individuals and families affected by mental illness, developmental disabilities, and substance use disorders. Notes: substance misuse.
- 8. Notes: Recovery
- 9. None.
- 10. Notes: Can't add anything to this.

Key for above comments:

- Green edits by addition/alteration
- Red edits by deletion
- Italics board member commentary

Staff suggestion for new CBH Mission:

To facilitate recovery and resiliency of individuals and families affected by mental illness, developmental disabilities, and substance use disorders.

CBH VALUES MARKUP

Current Values:

Our Organizational Values

In conjunction with Colonial Behavioral Health's legislative mandate as an essential governmental service ensuring the safety net for persons with mental illness, developmental disabilities, or substance use disorders, programs and services shall be guided by the following values:

Consumer Focus: Demonstrated by advocacy, respect for individual rights, and the enhancement of self sufficiency, Colonial Behavioral Health shall achieve the status as the Provider of Choice.

Program Diversity: The array of programs provided shall remain flexible to the changing expectations and demographics of the service area with emphasis on a Comprehensive Community Based Recovery Model.

Accountability: Reflects a commitment to excellence, adherence to professional ethics, and the pursuit of continuous quality improvement, including maintenance of national standards and oversight, ongoing measurement of outcomes and satisfaction, and responsible investment of public funds.

Operations: Recognizing that the agency is part of a community system consisting of consumer, family, and cohort agencies, integration will be guided by the principles of service collaboration, creative partnerships, and entrepreneurial ventures.

Employee Focus: Demonstrated by advocacy, respect for individual contributions and equal opportunity, the encouragement of lifelong learning and the investment in compensation, recognition, and safe and attractive workspace, Colonial Behavioral Health shall achieve the status of employer of choice.

Staff suggestion for new CBH Values:

Trustworthy: Creating a positive and accountable organizational culture to enhance employee relations and improve outcomes.

Meaningful: Fostering engagement by putting individuals at the center of decision-making and service delivery to create purposeful interactions and experiences.

Collaborative: Building connections by understanding and addressing the needs of the community.

CBH Legislative Priorities 2024 General Assembly Session

Background:

The attached Legislative Priorities document was reviewed and approved by the Public Awareness Committee at their October meeting.

It is proposed that the Board officially endorse these priorities for use and guidance as we approach the upcoming session, recognizing that our window for effective advocacy is compressed due to the potential impacts of our 2023 General Assembly and local elections.

It is likely that we will need to expand our attention to other items that may arise from the Governor's budget (due to be released December 20th).

- Workfore is stated in terms of desired positive strategics we went to sport - not specific requests.
- Guardianship not so much an issue of quantity, but of Motion from the CBH Public Awareness Committee: difficulty when one is needed.

That the Board of Directors approve the attached CBH Legislative Priorities for the 2024 Session of the Virginia General Assembly.

CBH LEGISLATIVE PRIORITIES 2024 Session

PRIORITY - WORKFORCE

Three (3) major factors have impacted the behavioral health workforce. Efforts are being made to address these in Virginia:

- 1. <u>Compensation</u>: We are immensely grateful for investments made by the Commonwealth related to CSB staff compensation. The funds provided are being used as intended by the General Assembly and being applied to maximize the availability of services to those in need in our community.
- Regulatory Environment: CSB staff recruitment and retention efforts are consistently
 negatively impacted by the volumes of documentation and reporting requirements imposed by
 the Commonwealth, often with no apparent reason for such reporting or use of data collected
 by DBHDS. Streamlining data requirements will enhance consumer clinical experiences and the
 clinician's sense of meaningful service delivery.
- 3. Workforce "Pipeline": We remain concerned about the workforce "pipeline" as fewer individuals choose to enter the helping professions while community need simultaneously expands and deepens, and while additional programming is created that also creates additional workload shortages. We encourage the General Assembly to embrace workforce incentive programs for individuals currently in both higher education and K-12 education settings.

PRIORITY - CONSOLIDATED WILLIAMSBURG CAMPUS

- CBH has been included for the past 6 years as being the beneficiary of a parcel of 10+ acres on state surplus property – the former ESH campus. A developer has now submitted plans to develop that space, including the required space for CBH (developer delays have driven the time span described).
- We are pleased to see progress in the sale of the property to a developer and have initiated a Space Needs Analysis in preparation for site development.
- 3. In the event the local zoning process is not successfully resolved in a timely manner, we ask that the budget amendment from the previous biennium be maintained in the upcoming budget.

PRIORITY - PUBLIC GUARDIANSHIP

- Public Guardianship (PG) is the court ordered appointment of a public agency to make decisions
 on the behalf of a person diagnosed with a developmental disability who is believed to be
 incapacitated, indigent, and in need of someone to make decisions for them. The process of
 managing PG requests has been developed by DBHDS in partnership with the Department for
 Aging and Rehabilitative Services (DARS).
- 2. CSB Support Coordinators (case managers) are responsible for initiating and submitting required forms to DBHDS for consideration and approval. This requires the CSB to retain an attorney to represent the case in court. CSBs are allowed to request state reimbursement for attorney fees.
- 3. This process is often key to success in the implementation of waiver services for individuals with ID/DD slots. There is currently insufficient capacity for this process at the state level, and insufficient funding to support all CSB requests for attorney fee reimbursement.

COLONIAL BEHAVIORAL HEALTH Executive Director's Report - November 2023

Agency Issues

- 1. We have begun preparations to sell the vacant Quarterpath home, but have not yet listed the home on the market. We expect to do so soon, but currently without a specific date in
- 2. As of 10/17/2023, there have been 5 new hires across multiple areas at CBH. We currently have vacancies for 20 full-time and 2 part-time positions, with recruitment also in process for 5 PRN positions. We have seen a positive trend in the first quarter of FY 2024, with a turnover rate for that period of 2% and a decrease in agency vacancy rate of almost 9%. Ongoing and increasing challenges regarding psychiatric service capability has led us to contract with Genoa Telepsychiatry for 2 days of telepsychiatry weekly. This expansion is service availability will begin later in November.

Community Issues

- 1. Local Marcus Alert Planning effort continued with a Stakeholder Committee meeting at the Emergency Communications/911 Center located in York County. The meeting featured a tour of the Center, as well as very positive interaction between community members and law enforcement. Local Marcus Alert protocols are scheduled to commence in July 2025. We have learned that the proposed ESH surplus property developer has submitted their zoning application for the land to the JCC Planning Office. At the time this report was written, the zoning application was not available on the JCC Planning Office site.
- 3. Our Space Needs Analysis process is underway with many building tours and staff interviews, as well as gathering large amounts of contextual information. The process will continue through its multiple phases until reaching completion in the spring of 2024.

Regional Issues

- 1. The regional "Shatter the Silence" event has been tentatively rescheduled for November 18th at Bruton High School. The event was previously postponed due to Tropical Storm Ophelia. "Shatter the Silence" is a regional/community event focusing on teen suicide.
- 2. We have completed the initial staffing for our Permanent Supportive Housing (PSH) program, and those staff are going through required DBHDS training modules for PSH providers. Also, DBHDS just received additional funding for PSH in the state operating budget; as a result, additional funding is being provided to existing programs (as CBH is currently classified). We have been instructed to develop 9 additional slots (total = 34).

Public Policy

- 1. Most state budget items remain unclear in terms of funding amounts and distribution processes for the current fiscal year and going into the next biennium. A CBH budget revision will be required to incorporate changes, so we are pressing for needed information.

 2. DBHDS is stating that their intent remains to pursue CCBHC as a statewide model, and worthat the postponement of their federal initiative was to lay groundwork for fixed. revision will be required to incorporate changes, so we are pressing for needed information.
 - that the postponement of their federal initiative was to lay groundwork for future success.

Respectfully submitted. David A. Coe